

The InterAct

November/December 2005



Mark Your Calendars!

By Melissa Beard, Conference Committee Chair

Begin planning to attend the 2006 ICSEW Biennial Conference, "Today's Women, Today's Leaders," on May 8-10, 2006 at the Three Rivers Convention Center in Kennewick, Washington. The Conference Committee is working hard to secure speakers to talk about subjects in the areas of communication, health and wellness, and professional development.

Our goal is to strengthen the leadership skills of all state employees because everyone has the potential to be a leader in their current position. To do this we will be offering training workshops such as business etiquette, communicating with the media and legislature, leadership secrets, and networking.

Another goal is to have a state employee from each county represented at the conference. Because of this, there is no limit as to how many employees an agency or department can send. The early registration fee is \$270, which includes all meals during the conference. **Registration will be available via the ICSEW Web site beginning January 2006.**

For more details about this exciting training conference, go to <http://www.icsew.wa.gov/conferences/default.htm> frequently for updates about speakers and topics!

WorkFirst Clothing Drive

The annual WorkFirst Clothing Drive is underway. Donations will be accepted through November 30. Items can be dropped off at the Department of General Administration parking lot on November 8 between 7:30 and 8:30 a.m. Any donations not dropped off can be collected by an ICSEW volunteer with advance notification.

Ready-to-wear men's and women's items are needed, including:

- Women's dresses, slacks, blouses, and skirts.
- Men's suits, slacks, shirts, and ties.

- Accessories for men and women.
- Packaged panty hose.
- Men's and women's shoes.
- Basic handbags and briefcases.

All items should be in like-new condition, appropriate for work and interviews, and on hangers or boxed to avoid wrinkles. Please, no paper sacks or garbage bags.

For more information see the ICSEW Web site at <http://icsew.wa.gov> or call Pam Johnson (Department of Licensing) at 360-902-4046.

Update From the Chair



By Dianna Gifford, ICSEW Chair

The ICSEW Conference Committee is working enthusiastically to plan and coordinate the May 2006 ICSEW conference. All state employees are invited to join the ICSEW at this conference.

The theme is "Today's Women, Today's Leaders" and has three workshop tracks: communication, health and wellness, and professional development. In addition to planning the conference, the committee will solicit county Chambers of Commerce and other businesses throughout the state for donations of baskets to the silent auction. All proceeds will be donated to Columbia Basin College's Child Care Program for the Adult Learning Center.

I would like to thank the Conference Committee for their hard work and energy that I know they will put forth over the next few months to develop a conference that will top all others.

The following are members of the Conference Committee: Melissa Beard, Conference Committee Chair (Washington Traffic Safety Commission); Janice Flaherty (Office of the Attorney General [AGO]); Julia Ojard, (Washington Utilities and Transportation Commission); Diana McCutcheon (Office of Administrative Hearings); Darla Bauknecht (Eastern Washington University); Joanne Graley (Gambling Commission); Jean Vanni (Department of Ecology); Connie Riker (AGO); Sue Brown (Department of General Administration); Julia Lynden (Department of Information Services [DIS]); Roxanne Lowe (Office of Financial Management [OFM]); and Patricia Thronson (DIS).

The ICSEW will be launching a logo redesign contest. Stay tuned for

details. We will unveil the new logo at the conference and the winner of the contest will receive free admission.

The ICSEW is once again participating in the annual WorkFirst Clothing Drive, which collects ready-to-wear items appropriate for work and interviews. The last day to donate clothing is November 30, 2005. See the [ICSEW Web site](#) for more information.

Thank you to Pam Johnson (Department of Licensing), Roxanne Lowe (OFM), and Sydney Dore' (Department of Social and Health Services) for organizing this effort.

The ICSEW publishes and submits its annual business plan to the Governor every September. The 2005-06 Business Plan is available online at <http://icsew.wa.gov/plans/2005busplan.pdf>.

In keeping with our conference theme, "Today's Women, Today's Leaders", women leaders are featured speakers at most ICSEW general membership meetings. If you or someone you know would be interested in speaking about women's roles in leadership, please contact me at dianna.gifford@wadnr.gov.

At the September meeting, the membership heard from Bonnie Bunning, Director of Policy and Administration for the Department of Natural Resources (DNR). Bonnie was asked to focus her talk on how she got to where she is today.

Her mother instilled in her a sense of pursuing her dreams early. When asked how she balanced her work and family life, she said she felt very fortunate to have a solid family life.

Bonnie had a mentor early in her career that gave her a chance, pushed and encouraged her to do things on her own. Persistence, a sense of humor, and not taking bizarre things that people say seriously are key personality traits inherent in Bonnie's success.

Bonnie's speech set the tone of success in the meeting. She said attitude is a part of her success. Her advice to the membership is to be consistent with yourself.

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Real Issues, Real Stories... Pay Day Lending

By Eva Coblentz

How has pay day lending made a difference in your life or the life of a loved one? Has one pay day loan turned into another...and another? Have you or a family member fallen into a cycle of debt that you can't seem to get yourself out of? What does pay day lending mean to you or your loved ones?

AARP in conjunction with the Washington Responsible Lending Coalition is working for stronger consumer protection for pay day lending borrowers. We're putting a name and a face on the policy, that's why we want to hear from you!

Share Your Story

If you or a family member relies on pay day lending and can't seem to get back on your feet, we'd like to hear from you! Please contact one of our AARP representatives: Lauren Moughon at lmoughon@aarp.org or 206-517-2324 and Eva Coblentz at ecoblentz@aarp.org or 206-517-9394. Thank you!

Department of Health Involves Local Charities in CFD Events

By Jody Simmonds

This year, staff at the Department of Health (DOH) were able to learn first-hand how some of their Combined Fund Drive (CFD) donations are put to work. Members of DOH's CFD team creatively involved a couple of local charities in their CFD kick-off events and fundraisers.

The DOH Division of Community and Family Health All-Staff Planning Committee had an opportunity to meet with the director and staff of Left Foot Organics to coordinate the design and development of centerpieces for their recent all-staff meeting.

Left Foot Organics is a local non-profit organization that promotes self-sufficiency, inclusion, and independence for people with developmental disabilities in Thurston County.

It provides meaningful employment, training, and related opportunities in the production and marketing of high quality, fresh organic food.

The organization has a direct connection to community work that is con-

ducted within DOH including partnerships with programs such as the Basic Food Nutrition and Education Program and the Women, Infants, and Children Program.

Left Foot's mission speaks to ongoing DOH efforts with regard to minority media work and celebrates the diversity of individuals within our community.

On October 19, 2005 the DOH Division of Financial Services held its Second Annual Chili Cook-Off. Realizing that the Thurston County Food Bank greatly needs food throughout the year, the chili cook-off organizers invited the executive director of the food bank to speak at the occasion.

This gave the director an opportunity to tell DOH staff about the organization and its mission to eliminate hunger in our community.

Admission to the fundraiser included bringing a non-perishable food item for the Thurston County Food Bank. The agency raised over \$800 for the CFD from this fundraiser alone.

Women Still Work for Less--Here's Why

The *Seattle Post-Intelligencer* recently published an article on the reality of women's pay compared to men's pay. The article titled, "Women Still Work for Less--Here's Why," ran in the *Seattle Post-Intelligencer* on September 12, 2005 and can be found on their Web site at http://seattlepi.nwsource.com/business/240189_wagegap12.html.

Safety Tip Reminders

Now that it's getting dark earlier in the day, it is a good time to remind you of some tips for keeping safe at work and at home. Here are some useful tips to follow:

- If it's dark when you are entering or exiting your building, use the buddy system and have someone walk with you.
- When you get into your car, lock your doors and keep them locked.
- If you work in a secured building, make sure the door locks behind you when you enter and exit the building to prevent unauthorized people from entering.
- Keep the doors and windows to your house locked.
- Take a self-defense class from a well-qualified instructor.
- Don't leave ladders or other objects near your house to prevent someone from climbing into your windows.
- Make sure the batteries in your smoke detectors are working.
- If you run or walk, don't run with head phones on so you can pay attention to your surroundings and hear if someone approaches you.
- Don't run or walk after dark.
- Don't use the same running or walking route every day.
- Run or walk with a dog (if possible).
- Tell someone your running route and estimated amount of time you will be gone.
- If you use a space heater, make sure that the heater is at least 3 feet away from combustible materials such as drapes and blankets.
- If someone asks for your wallet or purse, toss it away from you. Chances are the person is more interested in your wallet or purse and will go after it, not you.
- If a situation doesn't feel right, avoid it.
- Be aware of your surroundings. If you feel uncomfortable, or if someone or something looks suspicious, avoid the situation.

--Submitted by Julie Sjoholm,
ICSEW Health and Wellness
Committee



Agency in the Spotlight Department of Natural Resources

By Mark Sullivan

The Department of Natural Resources (DNR) has been investing significant resources in performance management for many years now. At DNR we look at performance management as a philosophy rather than a compensation tool.

In particular, we define performance management as a systematic approach to linking individual performance with achievement of organizational goals.

Most of this isn't new. It involves many of the same principles of good supervision that we have encouraged for years: setting clear standards and expectations, providing coaching and feedback, documenting and evaluating performance, recognizing success, and dealing with performance problems quickly and effectively.

In order to create an effective performance management system, there are a few new things required:

1. Executive commitment. Performance management requires a commitment from the top to link individual performance planning with organizational performance planning.

2. Performance Planning. The new state evaluation forms require every employee to start off their evaluation cycle with "key results expected." Absent such a plan, how could an employee ever know what success looks like or how their job supports the agency business?

3. Competency-based recruitment, performance management, and employee development. Every position should have discreet knowledge and skill requirements identified that support accomplishment of key results and performance of essential job functions.

4. Systematic Performance Management Training. Every manager and supervisor should be trained in both the elements of performance management and how to use all the available performance management tools.

Implementing a performance management system only requires an agency commitment to three goals: 100 percent completion of performance plans and evaluations, 100 percent up-to-date job descriptions, and 100 percent completion of performance management training for supervisors.

Does it make a difference if you can't give or get bonuses? Absolutely! Most of the employees in DNR are not eligible for performance-based pay due to collective bargaining agreements.

Still, once we implemented the new performance evaluation system, employee survey ratings shot up 8 percent, and supervisors have reported an increase in both productivity and performance. As a consequence, business planning at an agency level has also improved as executive and top-level managers are able to align business goals, budget, and individual performance planning.

Performance management isn't just about holding employees accountable or being able to give bonuses. Performance management helps create an environment in which we can each do our best work every day.

For more information on performance management or DNR's performance management strategy, please contact Mark Sullivan, DNR Human Resources Services Manager, at 360-902-1140 or by e-mail at mark.sullivan@wadnr.gov.

Women Leaders in State Government Carol Meraji: Mentoring Professionals Across State Lines

By Sandra M. Kinoshita,
Promotional and Career
Opportunities Committee Chair

Carol Meraji served as the Information Technology Chief for the Washington State Department of Corrections from 2003-05 before accepting that challenge from the State of California Department of Corrections. There, she is closer to family and embraces the exciting new challenges of her work. Though she is missed by many, Carol continues to impact Washington State professionals through communications, support, and advisement.

In addition to teaching important lessons of leadership, Carol models them. She congruently lives the philosophy that she shares. I am inspired by how she openly turns feedback into learning opportunities for personal and collective growth. Her genuine and generous-mentoring of professionals of color has impacted me directly. I truly appreciate the passion and integrity that Carol brings to state service.

Recently, Carol shared some of the skills and characteristics of a successful Chief Information Officer (CIO). The excellent advice and reminders are applicable to all executives and leaders, regardless of profession. The list is too good to keep to oneself, so once you have reflected upon them, please pass on to another!

- A CIO must be strategic in their thinking. Being operationally minded is not good enough; they need to plan not for just today but for the coming tomorrow.

- A CIO must have effective communication skills (both verbal and in writing) so that they are able to communicate with business executives, their teammates, and other stakeholders.

This includes using the appropriate language so that they are clearly understood. However, more importantly, a CIO needs to know how to listen--to hear what their customers and colleagues are telling them.

- A CIO must be able to clearly articulate a vision so that it becomes not just their vision but the vision of

the organization that they are leading.

- A CIO must have the ability to manage up and manage down.

- A CIO must be able to make a decision even when that decision may not be a popular one.

- A CIO must be connected to other CIOs. They must understand what is happening in their area of business expertise. Without this outreach they will tend to re-invent and not leverage.

- A CIO must understand the fundamentals of project management. Then, as projects are being undertaken, they can understand issues and help the teams develop corrective action plans.

- A CIO must read. Less and less people are reading these days. You must be a lifelong learner. Otherwise, you become only operational in practice and less strategic.

- A CIO must understand the fundamentals of how systems work and what is required to support systems.

- A CIO must be a good planner and a good money manager.

- A CIO must be able to find more than one solution to any given problem. They must be problem solvers.

- A CIO must be able to mentor not just their direct reports, but their customers, stakeholders, and colleagues.

- A CIO must appreciate the differences in people *and* leverage the differences for the good of the organization. Almost always it is not the people that fail but the process that fails the people.

- A CIO needs to be able to accept other opinions that may not coincide with their own.

- A CIO must be able to manage multiple issues at any given time.

- A CIO must love change.

- A CIO must have integrity, be ethical, and be trustworthy.

- A CIO must care for the work they do, the colleagues they lead, and the customers they support.

ICSEW Cell Phone Drive

Put Your Old Cell Phones to Good Use to Help Save Lives

The ICSEW conducts an ongoing "recycle your cell phone with rechargeable battery and cords drive." Donated cell phones are delivered to Verizon Hopeline, which supports non-profit organizations committed to combating domestic violence, providing emergency relief, and supporting health and education initiatives.

Verizon donates airtime and distributes phones nationally to domestic violence programs, the National Coalition Against Domestic Violence, and local government and law enforcement agencies for domestic violence victims.

Send your old phones to Jan Ward Olmstead (Health Care Authority) at mail-stop 42721 or deliver them to the Health Care Authority's front desk at 676 Woodland Square Loop SE, Lacey, Washington. For more information contact Jan at 360-923-2803 or jolm107@hca.wa.gov.

WSDOT: Maintaining Winter Roads So You Can Maintain Your Life

By Kelly Stowe

Winter Maintenance

The stores are decking their halls with holiday decorations, which means the Washington State Department of Transportation (WSDOT) Maintenance and Operations program is gearing up for winter.

We've all had that sinking feeling on a winter morning realizing that overnight, it snowed. WSDOT knows people and businesses need to keep moving, even during snow and ice. So during the winter, WSDOT Maintenance Crews are closely monitoring weather conditions and providing around-the-clock staff so the traveling public can make it safely to their destinations.

State roadways are treated with anti-icing chemicals, and when necessary, are plowed and sanded in order to keep traffic moving as smoothly and safely as possible. WSDOT crews use advanced technology to stay ahead of the winter weather game.

- Road Weather Information

Systems (RWIS), which include roadside sensor stations across the state, help maintenance personnel know important information such as actual road surface temperature.

This helps crews plan their strategy for keeping the roads safe for travel. These sensors also give WSDOT the ability to provide travelers with better information about weather conditions, which gives the traveling public the opportunity to be better prepared for or avoid poor driving conditions.

- Automated Real-time Road Weather System (ARROWS) is a unique weather-related decision tool developed for highway maintenance workers by the University of Washington's Department of Atmospheric Science.

ARROWS provides decision-makers with continuous computer generated forecasts for the entire state highway network. This takes some of the guesswork out of deciding when and where to apply anti-icers to state routes.

- NW Weathernet is the latest weather

er tool in WSDOT's Winter Kit, which is a customized weather forecasting service specializing in road weather.

NW Weathernet provides statewide, year round, 24 hours per day, 7 days per week, tailored weather forecast services. Text forecasts will be generated twice daily, Monday through Sunday during the winter season of October 1 through April 30.

Unlike ARROWS, NW Weathernet provides onsite meteorologists who will monitor weather conditions throughout the state and will alert proper WSDOT personnel of any changes to the forecast, as well as imminent hazardous developments.

All of these resources are helpful in allowing WSDOT Maintenance Crews to take a cost-effective, proactive snow and ice approach that improves safety for the traveling public using the state highway system. Crews and the proper equipment and materials can be dispatched where they're needed, when they're needed most.

Safe Winter Driving Tips

WSDOT Maintenance Crews will

do their job to clear the roads but there are some things you can do to make it to your destination safely:

- Slow down and pay attention. Remember that posted speed limits are for dry roads.

- Know before you go. Call the 511 Travel Information phone line for real-time traffic and weather information or visit www.wsdot.wa.gov/traffic.

- Clear snow and ice from all windows and lights—even the hood and roof—before driving. (Ever have snow slide off the roof of the car onto your windshield?)

- Leave room for maintenance vehicles and plows. Stay back at least 200 feet and don't pass on the right. These vehicles are out there to help clear so if you get behind a WSDOT truck, be patient, stay calm, and remember they are out there to get you to where you need to be safely!

For more winter weather driving tips, please visit

www.wsdot.wa.gov/maintenance/operations/wintermaintenance.htm.

More Than Money Needed to Motivate and Retain Employees

By Stephen Miller, Society for Human Resource Management

Lack of recognition and praise is the No. 1 reason employees leave an organization, noted McChelle Callen, SPHR, director of human resource development at Wishard Health Services in Indianapolis, during a Monday session at the SHRM Annual Conference and Exposition on why "Money Doesn't Buy Happiness or Employee Loyalty."

She cited SHRM's Survey of Human Resource Trends, which found that 79 percent of employees listed "lack of appreciation" as one of the top reasons they would leave their job.

Why is this important? Because a growing number of employees are seeking greener pastures. In January 2005, 1.9 percent of America's workforce quit (that's 2.5 million employees), according to the Bureau of Labor Statistics, up from 1.6 percent a year earlier.

Despite what the movie "Jerry Maguire" ("Show me the money!") preached, "It's really not all about the money," Callen stressed. When employees are asked to list what they most value about their favorite job, "money seldom makes the top three reasons," she observed. "But feeling appreciated almost always tops the

list."

Recognition makes employees feel valued, reinforces the behaviors you want, and encourages teamwork, Callen said. Providing recognition increases retention and has a direct impact on the bottom line.

As an example, Dierbergs, a supermarket chain in St. Louis, operates a program called Extra Step that recognizes employees who proactively meet customers' needs. Because of Extra Step, turnover declined from 47 percent to 25 percent over 5 years, management reports.

There are many inexpensive recognition opportunities for employers, Callen noted. For example, create an off-the-shelf "toolkit" of tangible recognition items for managers, including notes, cards, and gift certificates. This also allows recognition to be immediate and spontaneous.

Other forms of tangible recognition include certificates of appreciation, plaques, lunches, birthday cards, and small tokens with personalized notes. When taking time to recognize a job well done, Callen noted, "it's the thought that counts," more so than the value of a gift item.

And don't forget intangible forms of recognition, including saying "good morning," "good night," and "thank

you," and asking employees for their ideas. If you have employees who work in the field, e-mail them cards and letters of recognition.

From the Top

Recognition also involves buy-in from top management, which should be encouraged to participate in recognition activities and to "role model the behaviors expected of leaders" within the organization. You might create a training session on recognition and retention for the leaders of the organization, Callen suggested. Also, make how managers show appreciation a part of their evaluation appraisals.

Of course, not everyone wants to be recognized in the same way, Callen said, and "not everyone is comfortable with recognition. Some don't like a lot of fanfare," while others respond enthusiastically to public recognition. So tailor your rewards program to meet personal needs and keep it "user-ori-

ented," she said.


Peer-to-Peer, Too

"Sometimes the most effective form of recognition isn't top-down; feeling appreciated by colleagues is also an important motivator," Callen said. So foster a peer-to-peer recognition program by providing cards that colleagues can give one another in recognition of someone's special efforts. Or you might provide a trophy that's passed each week to a different employee by the previous week's recipient.

In short, build recognition into the culture of your organization so that it "becomes infectious," Callen concluded, which can be "as simple as instilling the attitude of gratitude."

--Stephen Miller is the manager of SHRM's Compensation & Benefits Forum

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